AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING AND MIDWIFERY SCIENCES
KENYA REGISTERED COMMUNITY HEALTH NURSING
End of Semester Examination Dec 2024

COURSE CODE AND TITLE-DNS 313: Leadership and Management in Nursing

TIME: 2 Hours   **START:** 0900 HOURS   **FINISH:** 1100 HOURS

INSTRUCTIONS

1. This exam will be marked **out of 70 Marks**
2. ALL Questions are compulsory.
3. The Examination has Three Sections: Section I- Multiple Choice Questions, Section II: Short Answer Questions, Section III: Long Essay Questions
4. Answer all Questions in the ANSWER BOOKLET provided
5. Do Not write anything on the question paper -use the back of your booklet for rough work if need be.

SECTION I: MULTIPLE CHOICES QUESTIONS (20 MARKS)

1. To ensure nursing activities are accomplished in a ward, a nurse manager should:-

    A. Enhance information acquisition through grapevines
    B. Categorise her nurses into inner circle and outer circle groups
    C. Set standards and measure performance
    D. Do benchmarking and replication of other hospitals systems

2. A new employee is familiarized to the organizations policies during:

    A. Specific induction
    B. General induction
    C. Follow up induction
    D. Managerial induction

3. Leadership styles that are focused on building relationships within a team are :-

    A. Autocratic
    B. Transformational
    C. Bureaucratic
    D. Transactional

4. In management, "organizing" refers to:-

    A. Assigning tasks to employees
    B. Planning goals for the team
    C. Monitoring team performance
    D. Leading group discussions

5. Health Management Information Systems (HMIS) are primarily used for:-

    A. Maintaining healthcare financial records
    B. Collecting, storing, and analyzing health-related data
    C. Managing human resources
    D. Developing healthcare policies

6. The first step in change management is:-

      A. Resistance analysis
      B. Evaluation of change effects
      C. Implementation of change
      D. Planning for change

7. A health leader's role in team management primarily involves:-

      A. Resolving conflicts in a team
      B. Firing underperforming employees
      C. Offering legal advice
      D. Monitoring government policies

8. Mentorship of newly employed   nurses:-

      A. Ensures there is mastery of all nursing procedures
      B. Aims to achieve Holistic personal staff development
      C. Involves the young nursing staff rotationally working in HR office
      D. Promotes less dependence on the experienced nurses in the hospital

9. The Kenya Essential Package for Health (KEPH) includes:-

      A. Community health services
      B. National insurance schemes
      C. Private medical services
      D. Medical research institutions

10. In an organization, public relations primarily help in:-

      A. Managing internal disputes
      B. Building the organization's public image
      C. Budget allocation
      D. Regulatory compliance

11. What is the main function of team leadership:-

      A. Assigning punishments
      B. Guiding and inspiring the team
      C. Monitoring finances
      D. Approving all decisions

12 The most important factor that determines employees acceptance to change is:-
   A. Introducing change piece meal
   B. Involving employees from the beginning of the process
   C. Attaching incentives to acceptance to change
   D. Improving personal relationships between the supervisor and employee

13. Leadership qualities in healthcare include:-

   A. Decision-making and communication skills
   B. Personal wealth and experience
   C. Strict authoritarianism
   D. Resistance to feedback

14. The aim of a ward-in charge conducting a ward round includes to :-

   A. Coordinate the activities of the staff, to develop staff
   B. Get first-hand information regularly, quality care checks
   C. Discuss with patients about their progress, motivate staff
   D. Make nursing diagnosis, discuss staff problems

15. The following is NOT a step in human resource management:-

   A. Job analysis
   B. Supply distribution
   C. Team motivation
   D. Leadership training

16. The most effective way to minimize resistance to change is:-

   A. Implementing change rapidly
   B. Providing clear communication about the benefits of change
   C. Punishing those who resist
   D. Reducing staff involvement

17. Advocacy in healthcare is important because it:-

   A. Ensures patients follow orders
   B. Gives patients a voice in decision-making
   C. Increases financial benefits for the institution
   D. Limits the need for public relations

18. Organizing includes:-

    A. Defining organizational rules
    B. Hiring organizational members
    C. Motivating organizational members
    D. Determining who does which tasks

19. In the Norming stage of teamwork development,

    A. There is ambiguity and confusion
    B. Team members are not clear about the task
    C. There is open communication between team members
    D. The team focuses on achieving desired goals

20. Conflict resolution in a healthcare team requires:

    A. Avoiding conflict discussions
    B. Open communication and negotiation
    C. Imposing decisions on the team
    D. Letting team members resolve issues on their own

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

1. Explain three (3) qualities of a good leader and how these qualities can impact healthcare delivery. (5 Marks)

2. Explain the three (3) types of plans useful in organizational management (6 Marks)

3. Outline the importance of budgeting in a health facility (5 Marks)

4. Describe the process of hiring a new staff in an organization (5 Marks)

5. Describe any four (4) principles of management according to Henry Fayol (4 Marks)

6. Describe the main elements of conflict resolution in a healthcare team. (5 Marks)

SECTION III: LONG ANSWER QUESTIONS (20MARKS)

1. Discuss how a healthcare organization can implement a Continuous Quality Improvement (CQI) initiative, including the tools and strategies used in measuring quality. (20 marks)